

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Bacardi Martini Caribbean

Puerto Rico Manufacturing Extension Inc

Bacardi Corporation Reduces Lead Time And Increases Capacity

Client Profile:

Bacardi Corporation, founded in Santiago, Cuba in 1862, is a worldwide, well-known distiller of rum. The company's Cataño, Puerto Rico plant has been in operation for more than 70 years. It currently employs 140 people.

Situation:

Bacardi had been aware for some time that it needed to improve machine setup times on its bottling assembly line. This assembly line consists of three main operations: filling, labelling, and packaging. Bacardi utilized the services of various consulting professionals to help fix the problem, but despite all their efforts, setup times remained unsatisfactory. Setup times could not be reduced below three hours. The Puerto Rico Manufacturing Extension Partnership, Inc. (PRiMEX), a NIST MEP network affiliate, visited the Bacardi plant and offered a new solution to solve the problem.

Solution:

PRiMEX recommended a four-day kaizen blitz to tackle Bacardi's bottling line and reduce setup times. A team of 12 employees was formed and, with PRiMEX's help, performed a detailed evaluation of the assembly line. It took the team 5 hours and 41 minutes to setup the line during the evaluation phase. PRiMEX provided several days of training in lean manufacturing techniques and subsequently divided the group into two teams. Each team provided suggestions for reducing setup times using their new knowledge of lean concepts, and then implemented some of the suggestions. The results were outstanding! With the proper training and use of the methods of lean manufacturing, the team reduced setup times by 78 percent.

Results:

Reduced setup time from 5 hours 41 minutes to 1 hour and 17 minutes (78 percent).

Reduced overtime costs by \$30,000.

Increased line capacity by 50,000 boxes per year.

Testimonial:

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